



Returns: 14,893

Response rate: 75%

Your engagement index

51%

Difference from
previous survey

+1 ✧

Difference from CS2012

-7 ✧

Difference from CS
High Performers

-12 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of HMCTS	43%	+3 ✧	-11 ✧
B51. I would recommend HMCTS as a great place to work	29%	+3 ✧	-17 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to HMCTS	34%	+2 ✧	-10 ✧
---------------------------------------------------	-----	------	-------

Strive: motivated to do the best for the organisation...

B53. HMCTS inspires me to do the best in my job	33%	+3 ✧	-8 ✧
B54. HMCTS motivates me to help it achieve its objectives	30%	+3 ✧	-8 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Leadership and managing change		32%	+5 ✧	-9 ✧	-18 ✧
My work		66%	+1 ✧	-6 ✧	-10 ✧
My line manager		62%	+1 ✧	-4 ✧	-7 ✧
Pay and benefits		21%	-1 ✧	-9 ✧	-15 ✧
Resources and workload		75%	0	+1 ✧	-2 ✧
Learning and development		40%	+4 ✧	-4 ✧	-12 ✧
Organisational objectives and purpose		73%	+2 ✧	-9 ✧	-14 ✧
My team		78%	+1 ✧	0	-3 ✧
Inclusion and fair treatment		70%	+1 ✧	-5 ✧	-7 ✧


✧ = Statistically significant difference from comparison

Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B43. I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	36%	+7 ✧	-4 ✧
B45. I feel that change is managed well in HMCTS	25%	+3 ✧	-4 ✧
B42. I believe the actions of senior managers are consistent with HMCTS's values	36%	+6 ✧	-6 ✧
B46. When changes are made in HMCTS they are usually for the better	19%	+3 ✧	-6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	29%	+2 ✧	-7 ✧
B49. I think it is safe to challenge the way things are done in HMCTS	34%	+4 ✧	-7 ✧
B41. Senior managers in HMCTS are sufficiently visible	40%	+9 ✧	-8 ✧
B47. HMCTS keeps me informed about matters that affect me	46%	+5 ✧	-10 ✧
B44. Overall, I have confidence in the decisions made by HMCTS's senior managers	28%	+5 ✧	-12 ✧
B40. I feel that HMCTS as a whole is managed well	31%	+4 ✧	-12 ✧

My work	Strength of association with engagement: 		
B03. My work gives me a sense of personal accomplishment	70%	+1 ✧	-3 ✧
B02. I am sufficiently challenged by my work	74%	+2 ✧	-3 ✧
B01. I am interested in my work	85%	+1 ✧	-4 ✧
B04. I feel involved in the decisions that affect my work	46%	+2 ✧	-7 ✧
B05. I have a choice in deciding how I do my work	57%	0	-15 ✧

My line manager	Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	39%	-1 ✧	+2 ✧
B17. I think that my performance is evaluated fairly	61%	0	-2 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	58%	+3 ✧	-3 ✧
B16. The feedback I receive helps me to improve my performance	57%	0	-3 ✧
B15. I receive regular feedback on my performance	59%	+1 ✧	-4 ✧
B09. My manager motivates me to be more effective in my job	62%	+1 ✧	-4 ✧
B14. My manager recognises when I have done my job well	72%	0	-5 ✧
B11. My manager is open to my ideas	73%	+1 ✧	-6 ✧
B13. Overall, I have confidence in the decisions made by my manager	64%	+1 ✧	-7 ✧
B10. My manager is considerate of my life outside work	73%	0	-8 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



</

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>%</div><div>Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
My line manager									
 :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	15	46	21	12	5	62%	+1 ✧	-4 ✧	-7 ✧
B10. My manager is considerate of my life outside work	26	47	16	7	4	73%	0	-8 ✧	-10 ✧
B11. My manager is open to my ideas	22	52	17	7	4	73%	+1 ✧	-6 ✧	-9 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	12	45	28	10	4	58%	+3 ✧	-3 ✧	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	18	46	20	10	5	64%	+1 ✧	-7 ✧	-11 ✧
B14. My manager recognises when I have done my job well	22	50	15	9	4	72%	0	-5 ✧	-8 ✧
B15. I receive regular feedback on my performance	14	45	20	16	5	59%	+1 ✧	-4 ✧	-9 ✧
B16. The feedback I receive helps me to improve my performance	13	43	27	12	4	57%	0	-3 ✧	-6 ✧
B17. I think that my performance is evaluated fairly	13	48	24	10	5	61%	0	-2 ✧	-7 ✧
B18. Poor performance is dealt with effectively in my team	7	32	30	19	12	39%	-1 ✧	+2 ✧	-3 ✧
My team									
 :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	31	51	10	6		82%	+1 ✧	-1 ✧	-4 ✧
B20. The people in my team work together to find ways to improve the service we provide	27	52	13	6		79%	+1 ✧	0	-3 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	51	16	8		73%	+1 ✧	+2 ✧	-3 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	51	27	12	4	58%	+4 ✧	0	-7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	36	37	15	5	43%	+2 ✧	-3 ✧	-9 ✧
B24. There are opportunities for me to develop my career in HMCTS	4	24	29	26	18	28%	+7 ✧	-8 ✧	-15 ✧
B25. Learning and development activities I have completed while working for HMCTS are helping me to develop my career	4	26	37	22	11	31%	+5 ✧	-9 ✧	-15 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	18	58	14	7	4	75%	+1 ✧	-3 ✧	-6 ✧
B27. I am treated with respect by the people I work with	21	60	12	5		81%	+1 ✧	-3 ✧	-6 ✧
B28. I feel valued for the work I do	12	43	22	16	7	56%	+2 ✧	-7 ✧	-11 ✧
B29. I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	54	21	6	4	69%	+1 ✧	-3 ✧	-10 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	67	8			88%	0	+4 ✧	+1 ✧
B31. I get the information I need to do my job well	12	57	18	11		69%	0	+1 ✧	-3 ✧
B32. I have clear work objectives	15	64	13	6		79%	0	+4 ✧	0
B33. I have the skills I need to do my job effectively	23	63	8	4		87%	-1 ✧	-1 ✧	-4 ✧
B34. I have the tools I need to do my job effectively	14	58	14	11		72%	0	0	-4 ✧
B35. I have an acceptable workload	9	50	18	17	7	59%	0	-1 ✧	-7 ✧
B36. I achieve a good balance between my work life and my private life	14	54	17	11	5	68%	0	0	-6 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	17	19	34	28		19%	-2 ✧	-12 ✧	-18 ✧
B38. I am satisfied with the total benefits package	23	28	28	20		25%	+1 ✧	-8 ✧	-15 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	21	33	28		18%	-1 ✧	-8 ✧	-15 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

%

Strongly agree

%

Agree

%

Neither

%

Disagree

%

Strongly disagree

% Positive

Difference from previous survey

Difference from CS2012

Difference from CS High Performers

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2012</div></div>	<div><div>Difference from CS High Performers</div></div>
Engagement									
B50. I am proud when I tell others I am part of HMCTS	7	35	38	13	6	43%	+3 ✧	-11 ✧	-21 ✧
B51. I would recommend HMCTS as a great place to work	4	25	37	23	10	29%	+3 ✧	-17 ✧	-29 ✧
B52. I feel a strong personal attachment to HMCTS	7	28	36	21	9	34%	+2 ✧	-10 ✧	-17 ✧
B53. HMCTS inspires me to do the best in my job	5	28	39	20	8	33%	+3 ✧	-8 ✧	-17 ✧
B54. HMCTS motivates me to help it achieve its objectives	4	26	40	21	9	30%	+3 ✧	-8 ✧	-17 ✧
Taking action									
B55. I believe that senior managers in HMCTS will take action on the results from this survey	6	31	30	20	13	37%	+5 ✧	-6 ✧	-17 ✧
B56. I believe that managers where I work will take action on the results from this survey	9	41	26	14	10	50%	+4 ✧	-2 ✧	-10 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	29	38	16	11	35%	+3 ✧	+4 ✧	-5 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for HMCTS?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave HMCTS as soon as possible		9%	-2 ^	+1 ^	0 ^
I want to leave HMCTS within the next 12 months		11%	-3 ^	-1 ^	-5 ^
I want to stay working for HMCTS for at least the next year		24%	+3 ^	-5 ^	-10 ^
I want to stay working for HMCTS for at least the next three years		55%	+2 ^	+4 ^	-4 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	82	18	82%	+2 ^	-7 ^	-12 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	67%	+3 ^	+4 ^	-2 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?	63	37	63%	+2 ^	-4 ^	-8 ^

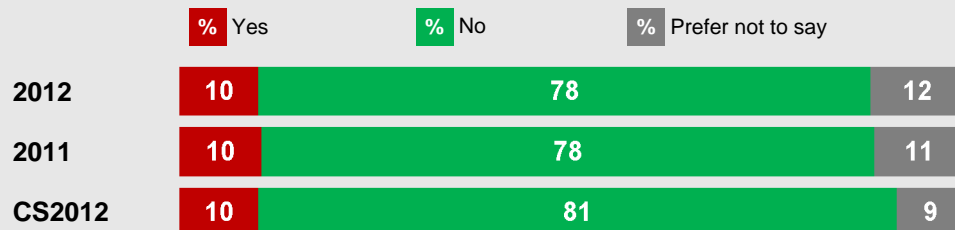
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

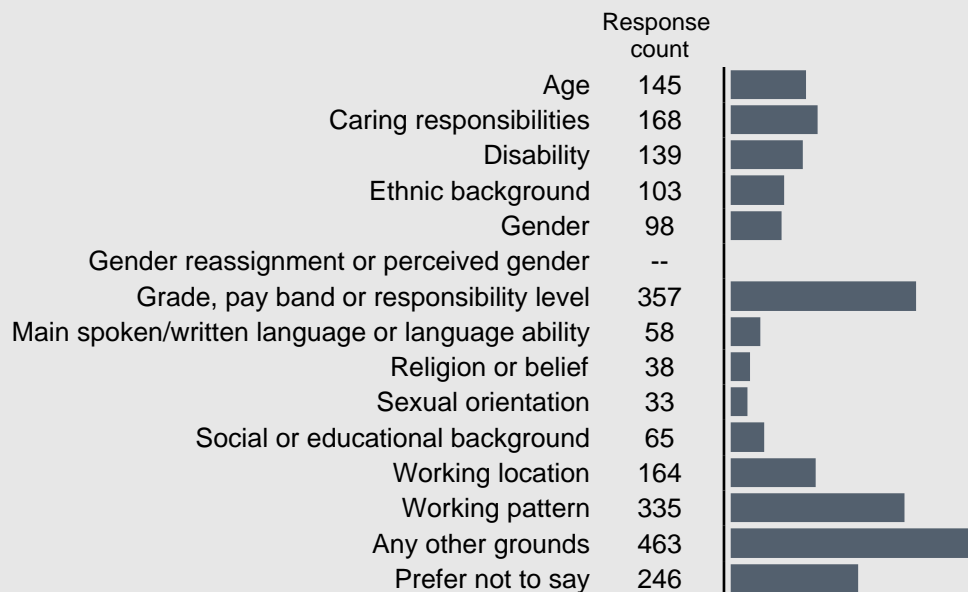
Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



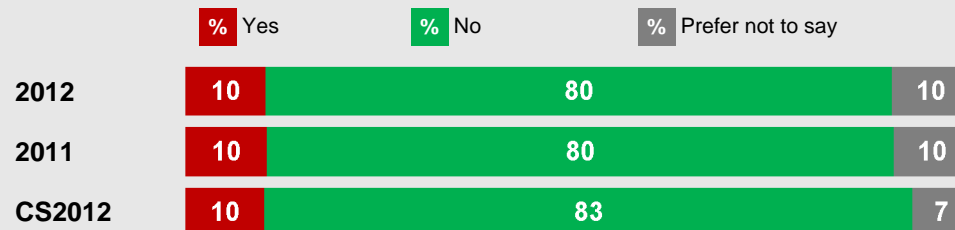
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



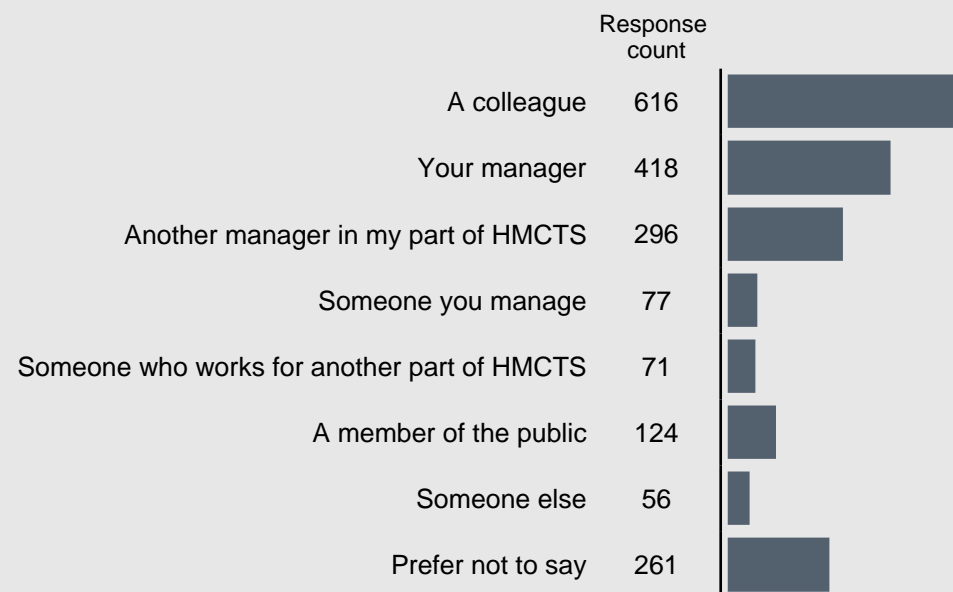
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

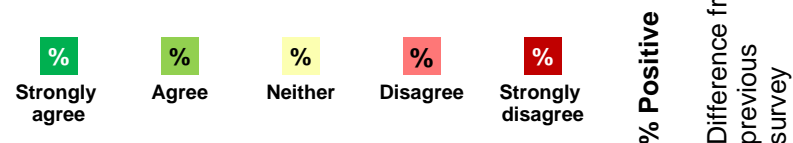


All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



HM Courts and Tribunals Service questions

F01. I understand that the changes in HMCTS are part of the broader Transforming Justice Programme	5	52	34	6	57%	-
F02. I understand how my work contributes to Transforming Justice	5	47	35	10	52%	-
F03. My manager uses coaching skills effectively^	6	40	33	15	46%	-7 ✧
F04. Overall I am satisfied with the job I do	12	59	18	8	71%	-3 ✧
F05. I was given the opportunity to discuss the 2011 survey results in my court/office	Yes: 65%		No: 35%		65%	-1
F06. My team regularly assesses which activities deliver what the customer wants and which are wasteful in terms of the service we give	9	46	27	14	55%	+2 ✧
F07. My team leader/manager discusses actual against planned performance with me on a daily basis (either individually or at our team meeting)	Yes: 60%		No: 40%		60%	+6 ✧
F08. I have the opportunity to talk to my senior manager at least once a month	Yes: 61%		No: 39%		61%	-
F09. Learning and development activities I have completed in the past 12 months have helped me to improve my team's performance	6	37	38	14	43%	-
F10. I am confident that my court/office is taking effective action to reduce discrimination, bullying and harassment	12	42	34	7	54%	-

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2011 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

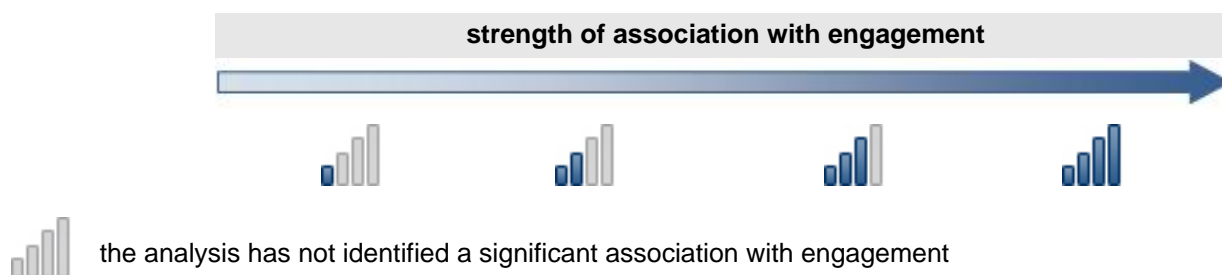
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.